



# **YSGOL GYFUN GWENT IS COED**

## **FULL BUSINESS CASE**

### **BAND B – 21<sup>ST</sup> CENTURY SCHOOLS PROGRAMME**

**NEWPORT CITY COUNCIL**

**October 2020**

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## 1. Executive Summary

This Full Business Case is submitted following the approval of a combined SOC/OBC in April 2019, for the provision of replacement facilities at Ysgol Gyfun Gwent Is Coed. This full business case provides an update from the SOC/OBC following the detailed design and tender of the project, notes any key changes since the SOC/OBC was submitted and details the delivery method and programme.

This case supports a bid for the investment of £18.7m to deliver a new build teaching block to replace the existing 1950's built Block 1 building, on the current Ysgol Gyfun Gwent Is Coed site, by Easter 2023. The new teaching block will provide whole-school dining and assembly facilities alongside a suite of specialist and generic teaching bases, plus a new floodlit all-weather sports pitch, sports hall and changing facilities. The project is being pursued as a priority within Newport's Band B 21<sup>st</sup> Century Schools Programme.

Ysgol Gyfun Gwent Is Coed, Newport's first Welsh-medium secondary school, was established in September 2016 and moved to its permanent location at Duffryn Way, Newport following the completion of the new teaching block provided under the Band A 21<sup>st</sup> Century Schools Programme, in September 2018. The building provided under Band A has a teaching capacity of approximately 500 pupils and provided science laboratories, music rooms, a library and a drama suite, as well as generic teaching spaces. The school is due to grow to a capacity of 900 pupils by September 2022, including post -16 provision.

This project will deliver replacement of the worst condition secondary school building in Newport, and complete the provision of an all-new, Category A school for the pupils and staff of Newport's only Welsh-medium secondary school in a new 21<sup>st</sup> century facility. This Full Business Case follows the combined SOC/OBC which received approval in April 2019.

The beneficiaries of the project are the current and future pupils and staff of Ysgol Gyfun Gwent Is Coed. The project strongly supports the Welsh Government Cymraeg 2050 strategy by providing a modern beacon to Welsh-medium education in Newport.

The **Strategic Case** confirms that this project is consistent with the council's strategy to replace our worst condition buildings, promote and stimulate uptake in Welsh-medium education, and improve accessibility. It also confirms that there have been no notable changes in Newport's strategic objectives since the SOC/OBC was approved in April 2019, although there is now an additional focus on steering the economic recovery following the impact of the COVID-19 pandemic.

The **Economic Case** revisits the economic appraisals for the short listed options in light of the market-tested project cost, and confirms that the option rankings remain unchanged and the preferred way forward represents a value for money investment.

The **Commercial Case** confirms that the project is being delivered using a two stage tender design and build contract, procured through the SEWSCAP 3 Framework and sets out the procurement route which has utilised a 2-stage design and build contract awarded following evaluation on a 70/30 quality/price basis. Detail of risk transfer and project bank account arrangements are also provided.

The **Financial Case** confirms that 62% match funding is sought from Welsh Government, and that the council will fund its' commitment through prudential borrowing. Details of steps taken to ensure the project can be delivered to the available budget are provided, and all abnormal costs associated with the project are identified. An assessment of the project cost against the Welsh Government standardised cost benchmarks is provided.

**The Management Case** provides information on the project delivery team and the Newport City Council governance structure. Project milestones are provided together with arrangements for benefits realisation and evaluation. Key risks and appropriate mitigation measures are noted.

All sections of this business case submission are compliant with HM Treasury Green Book and Welsh Government 21<sup>st</sup> Century Schools and Colleges business case guidance.

## **2.0 Strategic Case**

### **2.1 Strategic Fit**

The SOC/OBC for this Band B project, which received approval in April 2019, identified the business need and case for change for the project, providing evidence of strategic fit with Newport City Council's corporate priorities, well-being goals and with the aims of the 21<sup>st</sup> Century Schools and Colleges programme.

Since the Band B Strategic Outline Programme was submitted and approved, Newport Public Services Board has published a new well-being plan for 2018-2023, with updated well-being goals:

- 1) People feel good about living, working, visiting and investing in Newport**
- 2) People have skills and opportunities to find suitable work and contribute to sustainable economic growth**
- 3) People and communities are friendly, confident and empowered to improve their well-being**
- 4) Newport has healthy, safe and resilient environments**

This project clearly supports the delivery of all of these goals.

### **2.2 Case for Change**

The SOC/OBC approved in April 2019 set out the current position, with the existing teaching and dining block known as 'block 1' being the worst in Newport's educational estate. The SOC/OBC identified the project investment objectives as follows:

#### **Project Investment Objectives:**

- 1) To provide sufficient, safe and modern learning environments for 900 secondary age pupils, by 2024
- 2) To provide sufficient catering dining and assembly facilities for 900 secondary age pupils, by 2024
- 3) To provide sufficient sports facilities for 900 secondary age pupils, by 2024
- 4) To provide accommodation suitable for SEN provision

These investment objectives remain unchanged at Full Business Case stage.

### **2.3 Project benefits**

The principal benefits of the scheme are confirmed as follows:

- Provides an 'all-new' school for 900 pupils (following Band A project success)
- Replacement of a poor quality, hazardous school building
- Provision of energy efficient facility

- Reduced running costs compared to status quo/do minimum options
- New catering facility and flexible dining hall
- New sports facilities
- Modern flagship facility for Welsh-medium education in Newport
- Space maximisation through reconfiguration of site

A full benefits register is provided at appendix A.

### **Active travel and carbon reduction.**

Ysgol Gyfun Gwent Is Coed is the Welsh-medium secondary school serving the whole of Newport and the south-western area of Monmouthshire. As such many of the pupils live more than 3 miles from the school and so qualify for free home-to-school transport. However the school and the Local Authority actively encourage green transport choices and the council has developed a sustainable travel strategy which is available to view online at <http://www.newport.gov.uk/documents/Transport-and-Streets/Active-Travel-Survey/Sustainable-Travel-Strategy-2020.pdf>. In addition, this Band B project design has been developed with input from Newport City Council's Carbon Reduction Officers to ensure the project offers a suitable contribution to the council's aspiration to carbon neutrality.

Ysgol Gyfun Gwent Is Coed has an active travel plan which sets out the ways in which the school encourages green travel choices amongst pupils and staff. This will be reviewed and updated periodically as the school population grows. A copy of the plan is attached at appendix F.

## **2.4 Project Risks**

The **risks** of the project were noted in the SOC/OBC as:

- Securing planning permission in a known flood-risk zone
- Impact of any planning conditions on costs
- Funding sufficiency
- Project delivery within live school environment
- Availability of resources/contractors
- Rising costs due to regional supply/demand dynamic
- Design development
- Adverse weather
- Sufficiency of utilities/services
- Project governance and decision making
- Benefits realisation

Since that time, the first stage tender process has been completed resulting in the appointment of BAM construction to the end of RIBA stage 4. This appointment

provides some assurance in respect of resources and costs and also against the challenges of delivering the project on a live site. It also reduces the risk in terms of design development as the contractor has engaged an experienced and capable design team with a good understanding of the project brief. Planning permission has also been secured for the project. Additional risks have however been identified since the submission of the SOC/OBC:

- Delays in the SABS application process
- Complexity of demolition works and hazardous materials
- Construction cost increases associated with the UK's departure from the European Union
- Supply chain, cost and labour issues associated with the Covid-19 pandemic

The SABS application process has been six months from submission and at the time of writing, approval has not yet been received. Although there has been a cost implication, the impact on the programme has not yet been significant. The extent and cost of asbestos removal from block 1 has had a notable impact on the project cost. An initial budget allowance of £100,000 was made for this purpose, but the identification of significant additional areas containing asbestos has resulted in a final cost of £373,000. It is likely that the changes in working practices due to Covid-19 have also contributed to this cost escalation.

The project work packages have been tendered during the summer of 2020, during and following the peak of the first wave of the Covid-19 pandemic and with the uncertainty of the nature of the UK's departure from the European Union as a backdrop. The exact impact of the Coronavirus pandemic and Brexit is as yet unknown, but it is generally felt that both are having some effect on project cost and programme. Costs received have been unexpectedly high and contractors have reported delays in supply chain and labour availability. The project costs are considered further in the economic and financial case sections of this submission.

The project risk register has been updated accordingly and is attached at appendix B.

## **3.0 Economic Case**

### **3.1 Critical Success Factors**

The Critical Success Factors for the project are:

- 1) Building Bulletin compliant school
- 2) Building suited to local environment and acceptable to planning Authority
- 3) Education facility that is acceptable to stakeholders
- 4) Sufficiency of sports and changing facilities
- 5) Delivered within budget for September 2022

Following some slippage in the programme, due in part to delays with the SABS application and the impact of COVID-19 pandemic, the target delivery date of September 2022 is no longer considered achievable. The target date for completion is now April 2023. A cost allowance is included within the contract to provide additional temporary accommodation to mitigate the impact of this delay, if required (subject to pupil numbers). In the circumstances, critical success factor 5 has been revised to:

5) Delivered within budget for April 2023.

### 3.2 Short List of options

The SOC/OBC provided details of the application of the options framework to derive a short list of options, and an economic appraisal of each of these was conducted in accordance with the HM Treasury Green Book guidance.

Following the completion of economic, benefits and risk appraisals, the preferred option was identified as being a 400 place new build with sports facilities, delivered by 2021.

### 3.3 Economic Appraisals

A summary of the economic appraisal conducted at OBC stage is as follows:

<b>Option</b>	<b>1 Minimum H&amp;S refurbishment</b>	<b>2 Part new build shared sports</b>	<b>3 Complete new build shared sports</b>	<b>4 Part new build with sports facility</b>	<b>5 Complete new Build with sports facility</b>
<b>Capital Investment Cost</b>	£5.5m	£11.4m	£15.2m	£13.8m	£16.6m
<b>Net Present Cost</b>	£44.5m	£49.9m	£67.2m	£51.4m	£66.7
<b>Equivalent Annual Cost</b>	£2.3m	£2.6m	£2.6m	£2.7m	£2.5m

This position was confirmed following benefits and risk appraisals, in which option 5 ranked above the other options considered.

Project costs have been continually reviewed as the design has progressed and specific work packages tendered. The cost per square metre to deliver the preferred option project is now approximately 20% greater than the estimate used to produce the cost estimate at OBC stage. The exact reason for this is unknown, but it is generally accepted that both Brexit and the Covid-19 pandemic are key factors. Given that the cost increase relates primarily to market price inflation on labour and materials rather than scope creep or extravagant design, it seems reasonable to expect that the cost increase would apply to all options.

The economic appraisal for the shortlisted options has therefore been revisited with a 20% uplift applied to the capital investment element for each:

<b>Option</b>	<b>1 Minimum H&amp;S refurbishment</b>	<b>2 Part new build shared sports</b>	<b>3 Complete new build shared sports</b>	<b>4 Part new build with sports facility</b>	<b>5 Complete new Build with sports facility</b>
<b>Capital Investment Cost</b>	£6.6m	£13.6m	£18.2m	£16.6m	£19.9m
<b>Net Present Cost</b>	£47.1	£53.7m	£71.8m	£55.8m	£71.7m
<b>Equivalent Annual Cost</b>	£2.5m	£2.8m	£2.7m	£2.9m	£2.7m

On this basis, taken together with consideration of the scoring of each option against investment objectives, critical success factors and on benefit delivery, option 5 is still the preferred option, despite the increased cost.

In light of the increased costs indicated for the preferred option, a value engineering exercise was conducted together with an overall scope review to bring the project cost closer to the project budget allocation. Details of this process are provided in the financial case of this FBC, and the outcome is a project which can be delivered for £18.7m, with a Net Present Cost of £70.4m and an Equivalent Annual Cost of £2.7m.

## 4.0 Commercial case

Newport City Council has tendered and procured the project through Lot 9 of the SEWSCAP 3 framework, with bids assessed on a 70% Quality; 30% price basis.

Following an early indication from Bouygues that they would not bid for the contract, stage 1 tenders were invited from the following contractors:

- Kier Construction
- Morgan Sindall PLC
- ISG Construction
- Wynne & Sons
- Willmott Dixon
- Bam Construction (first reserve)

Following quality and price based assessment of tenders, the top three contractors were Willmott Dixon, Morgan Sindall and Bam construction. These three were invited to interview. Following interviews, Bam construction were deemed the preferred contractor for the first stage of the project and were duly appointed on 31<sup>st</sup> October 2019 using a JCT Pre-Construction Services Agreement.

## **Stage 2 Tender process**

The stage 2 tender process has been undertaken during spring and summer 2020, and the ability to obtain cost certainty for some work packages has been affected by the global health pandemic, Covid-19. The process has identified that the designed project is not affordable within the project budget, which has resulted in adjustments being made as set out in section 3.3 of the economic case, above.

A contract sum of £15,798,030 has been agreed, delivering a total project cost of £18,712,273.

### **4.1 Planning Authority**

Planning permission has been sought in good time for the project. Early engagement with the Authority's planning department ensured that all relevant parts of the Authority were aware of the scheme prior to full design being commissioned.

The pre-submission period entailed internal meetings with Planning, Highways and the Client Officer at NCC along with the design team at Newport Norse to agree an acceptable scheme; liaising with key stakeholders and statutory consultees to secure support for the scheme; and co-ordination of the submission of the planning application.

The scheme was subject to a Pre-Application Consultation, which required the scheme to be available online for public comment prior to the completed proposals being submitted for formal planning approval. This process also included an open evening at Ysgol Gyfun Gwent Is Coed where members of the team were available to receive comments from the general public and other interested parties.

The post submission period involved further liaison with officers at NCC; addressing issues raised through the consultation period. The application for facilitating works and temporary accommodation was approved on June 3<sup>rd</sup> 2020. The planning approval for the demolition of Block 1 and construction of new buildings was received on 29<sup>th</sup> July 2020.

The SABS application has been submitted in May 2020 and a response requesting further detail received in September. This information has been submitted and approval is awaited.

### **4.2 Procurement Timescales**

#### **Design Development:**

First Stage Tender Proposals	September 2019
Tender Report	October 2019
Contractor Appointment	October 2019

Second Stage Design Development	Jan- Mar 2020
Second Stage Design Proposals Sign-Off	March 2020
Second Stage Tender Drawings Completed	May 2020
Second Stage Tender complete	September 2020
VE exercise and contractor appointment	October-November 2020

### **Planning Permission Stage:**

Planning Application made March 2020  
 Planning Approval received July 2020  
 SABS application made May 2020  
 SABS approval expected November 2020

### **4.3 Contract and risk transfer arrangements**

Responsibilities for overall cost management of the project lies with the Project Manager, however, the responsibilities for detailed cost control of the design and construction process lies with the Quantity Surveyor and the Design Team.

A standard Client Change Proposal Form is being utilised with associated procedures agreed for cost control throughout the life of the project.

The Project Manager will manage the budget cost statement, supported by the Quantity Surveyor and will maintain a record of all forecast expenditure to ensure that the Client has access to up-to-date information at all times.

The Quantity Surveyor will produce formal Financial Statements during the construction stage of the project, on a monthly basis, in an agreed format. Procedures for management of the contingency sum will be included in the procedures mentioned above.

Boyes Rees Architects who designed the building delivered under the Band A project were initially appointed to the design team for this Band B project. However following the company's liquidation in September 2019, Powell Dobson Architects have been appointed to the project since November 2019 and will see the project through to completion.

The contractor's hazard elimination and management register is attached at appendix B2.

#### **4.4 Project Bank Account arrangement**

A project bank account has been set up by Bam Construction on a single account basis where Bam Construction is the account holder and the local authority will deposit funds into the account. This account will be used for all payments once the main contract works commence.

#### **4.5 Community Benefits**

This Full Business Case is submitted with the confirmation that the Community Benefits required will be delivered in accordance with the Welsh Government requirements. Targets in the attached method statement have been set according to a £12.5m contract value in line with the approved project budget of £16.5m. Given the increase in project value, community benefit benchmark levels will be slightly higher than those identified within the method statement document. The delivery of benefits will be reported using the Value Wales Toolkit. The contractor's Community Benefits method statement for the project is attached as Appendix E.

Community benefits will be reported to Welsh Government on a quarterly and annual basis.

### **5.0 Financial Case**

The project is supported by a £17.9m funding envelope within Newport City Council's Band B programme. This is reliant on approval from Welsh Government to secure a 65% funding contribution for the £70m programme envelope. The Band B budget allocation will be complimented by an additional sum of £817,000 from headroom within Newport's Capital programme. The Local Authority contribution to the project is entirely based on prudential borrowing, and provides a client contingency sum of £169,400, additional to the £18.54m project cost agreed following value engineering and scope limitation. Due to the 'top-up' of funding by NCC in addition to the Band B project budget, the funding split for this project is proposed at 62% Welsh Government and 38% Local Authority.

#### **5.1 Risk assessment**

The project has progressed during a period of considerable uncertainty due to the UK's departure from the European Union and the global health pandemic, Covid-19, which has impacted upon the way most of us work and interact with each other. These factors inevitably present heightened risks to both the project delivery programme and costs. However design work has progressed throughout this period and market costs have been scrutinised to ensure value for money is being delivered. With planning permission secured, delivery cost is the principal risk to the project. It is acknowledged that further delays to the project will entail the requirement for more temporary facilities

to accommodate the growing school population and therefore greater costs. There is also no certainty that delaying or re-tendering the work packages would yield cost savings. The Council is therefore resolved to proceed as planned. The cost risk has been significantly mitigated by the value engineering and scope review exercises, and the remaining extra cost requirement will be met, as set out below.

## 5.2 Project Costs

Cost estimates and market tested tendered packages produced at the end of RIBA stage 2/ start of RIBA stage 3 returned a construction cost estimate of £16.47m; pushing the whole project cost over £21m. This is largely due to increased costs on a number of key packages when compared to the allowances provided for in earlier cost estimates. For instance, temporary accommodation costs were estimated at £500k but the market cost is £1.2m. The cost of the asbestos removal works are also now known to be £373k; almost four times the estimated allowance of £100k.

The floor area of the designed project had also increased slightly from the 4,450m<sup>2</sup> estimated at OBC stage, to 4,739m<sup>2</sup>. The designed project therefore returns a construction cost of £3,653 per square metre. When external works and abnormal costs are omitted, the buildings element alone returns a cost of £2,341 per square metre. This is towards the upper quartile of BCIS cost for the period (Q1 2020) and is believed to be a result of the current construction market position in the context of Brexit and Covid-19. This is considerably higher than the £1,554 per m<sup>2</sup> Welsh Government allowance for 2019, although it is worth noting that lower quartile and median BCIS costs for Q1 2020 are also in excess of this figure.

Following receipt of project cost estimates in April 2020, indicating a total project cost in excess of £21m, the following actions have been taken through an extensive value engineering exercise and project scope review:

- Reduced Solar Panel provision (Does not impact BREEAM rating)
- The four court sports hall and fitness suite is reduced to one court
- Fixed furniture to the hall is omitted
- External works rationalised and reduced
- 3G pitch confirmed as under 18 Football which offers a saving over a senior rugby pitch and has the benefit of being suitable for hockey.
- Some remodelling of block 5 omitted

As a result of this exercise, cost savings of £3m have been identified, and the internal floor area of the building reduced to 4,014m<sup>2</sup>. This would bring the total buildings area for the school, including Block 5, delivered in Band A, to 8,829m<sup>2</sup>. Although the project cost remains approximately £2m above the previously allocated project budget, the Council is convinced that this is the minimum deliverable project and that it is still affordable.

The final project cost is agreed as £18.7m and will deliver a 400 place teaching block, dining facilities, assembly hall and separate sports hall and all-weather sports pitch. The Gross Internal Floor Area of the proposed new education facility is 4,014m<sup>2</sup>. This would indicate that the whole school will be approximately 99 square metres (1%) larger than the standardised size allowance under Building Bulletin 98. This is largely due to the school development being completed in two separate buildings provided in two phases, resulting in a duplication of circulation spaces, group rooms and ancillary areas.

### **5.3 Abnormal costs**

The project also includes provision to accommodate some noted abnormalities. These are principally:

- Flood risk alleviation – The building will be constructed on stilts and therefore provided with a floor level 1.8 metres above ground level. This represents an additional cost requirement of £812,000
- Temporary accommodation and decant – To enable continuation of effective education provision during the construction period, temporary accommodation is required to provide teaching bases, dining facilities etc. This represents an additional cost requirement of £1,175,000
- Demolition – demolition of the existing Block 1 building represents a cost of £163,000 plus £373,000 asbestos removal – total £536,000
- Works associated with construction on a live school site – safe routes/areas and access points, phasing of programme. This represents a cost of £365,000
- Groundworks, services, drainage and attenuation £600,000
- Remodelling of existing building £ 178,000

The total cost associated with abnormal items for this project is £3.68m

### **5.4 Comparison with WG cost and size standard**

The proposed new build facility will be 4,014m<sup>2</sup> which taken together with Block 5, delivered under Band A, will provide a whole school of 8,829m<sup>2</sup> which is within 1% of the 8,730m<sup>2</sup> Building Bulletin allowance for 900 pupils at 9.7m<sup>2</sup> per pupil.

It has already been noted in section 5.2 above, that construction costs have come in toward the upper quartile BCIS Q1 2020 costs range, and 50% greater than the WG standard cost per square metre for 2019, set in 2016. It has also been noted that the Council does not believe that re-tendering the project will yield any significant cost savings, and believes it may actually increase costs.

The table below shows how the design project (option A) and the revised project (option B) compare with the standardised project cost allowances.

Block 6 building Area = 4,014m <sup>2</sup> (inc. sports hall)					
Option	Design & Build cost inc. fees	Cost per m <sup>2</sup>	Abnormals cost as per breakdown	ICT/FF&E allowance	Total project costs
<b>A (4,739m<sup>2</sup>)</b>	17,312,335	£3,653	£3,986,567	£426,240	21,725,142
WG 2019 Standard	£13,150,725	£2,775	£3,986,567	£710,400 (£1,776 per pupil)	£17,847,692
<b>B (4,014m<sup>2</sup>)</b>	£14,601,322	£3,637	£3,684,711	£426,240	£18,712,273
WG 2019 Standard	£11,138,850	£2,775	£3,684,711	£710,400	£15,533,961

The table above shows that the same project would cost £15.534m if it were to be delivered in line with the 2019 standardised cost allowance. Unfortunately in the current economic climate market costs are significantly above that level, with the actual 2020 cost per square metre for this project representing a 23% uplift on the 2019 allowance.

### 5.5 Funding and affordability.

The project budget is being supported through the 21<sup>st</sup> Century Schools Band B programme and the Newport City Council capital programme. The additional funding requirement for this project, over and above the previously allocated £16.5m 21CS budget is being met by a £1.4m 21CS budget re-allocation from the Whiteheads project, now being provided through banked S106 funding, and NCC capital programme funding of £0.8m. The budget for the Whiteheads project remains unchanged at £12m. A funding matrix has been provided with this FBC submission.

Project Name	NCC funded element (21CS)	WG funded element (21CS)	Additional funding (S106)	Additional Funding (NCC)	Total
<b>YGGIC</b>	£6,263,345	£11,631,928	£0	£817,000	<b>£18,712,273</b>
<b>Whiteheads</b>	£3,705,799.65	£6,882,199.35	£1,400,000	£0	<b>£11,999,999</b>

The spend profile for the project is set out below:

	<b>Total Project Cost £18,712,273</b>				<b>WG Grant £11,631,928</b>		
	<b>Cost per square metre: £3,637</b>				<b>Cost per pupil: £46,781*</b>		
	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>Total (£)</b>
<b>WG contribution</b>	nil	428,234	1,221,494	6,174,140	3,355,428	452,632	<b>11,631,928</b>
<b>LA / Organisation</b>	83,579	230,370	705,912	4,223,379	1,837,104	0	<b>7,080,344</b>
<b>Total</b>	83,579	658,604	1,927,406	10,397,519	5,192,532	452,632	<b>18,712,272</b>
<b>*This figure is based on 400 pupils, but the project delivers dining, assembly and sports facilities for 900 pupils.</b>							

## **Cabinet Commitment and approval**

The £16.5m budget for this project was approved by Cabinet in January 2019. The revised and increased budget for the project received Cabinet approval on Thursday 5<sup>th</sup> November 2020.

## **6.0 Management Case**

This management case sets out the project governance and project management structures that will be put in place to ensure the effective delivery of the preferred option project and each phase of the development.

### **6.1 PRINCE 2 Project Management Principles**

PRINCE 2 project management principles, particularly 'manage by exception' is employed at all levels of governance, with the reporting and accountability mechanisms in place as set out below.

### **6.2 Capital Strategy Asset Management Group**

Chaired by the Chief Executive of Newport City Council, this is a Head of Service level multi-disciplinary group taking strategic capital investment decisions for Newport City Council.

Service areas report into this group at quarterly meetings.

### **6.3 People Services Capital Programme Board**

Chaired by the Chief Education Officer, this is the first level of the capital governance structure for education and comprises a multi-disciplinary membership, including central finance and the delivery partner Newport NORSE. The group meets bi-monthly.

All projects and capital matters are reported through this Board. Major projects such as this one also have a designated Project Board formally reporting and having accountability to the People Services Capital Programme Board.

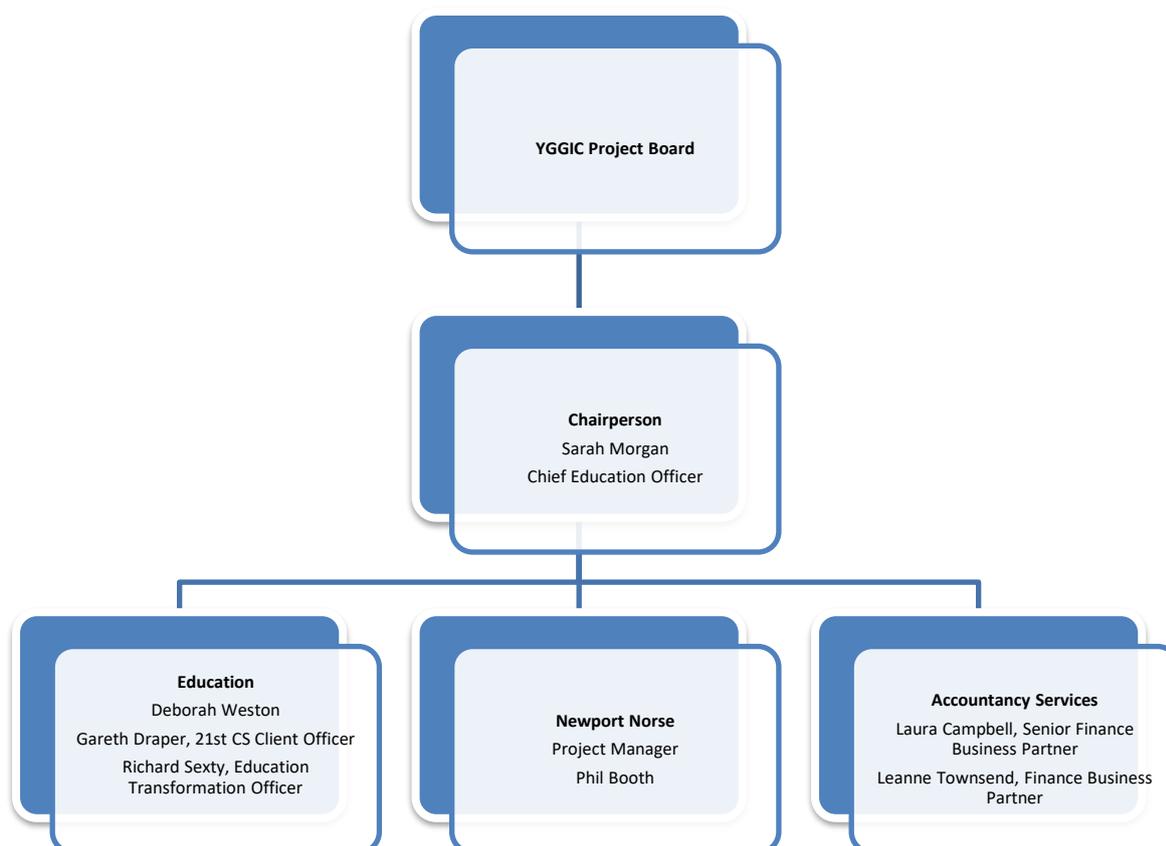
### **6.4 YGGIC Project Board**

The YGGIC Project Board has been established to ensure that officers manage the project on behalf of the Project Board through a structured system of governance involving all relevant disciplines meeting on a regular basis and reporting back to the Board. Close liaison with the Newport City Council Internal Audit team will also ensure the appropriate financial probity.

The role of the Project Board is to oversee the direction and progress of the project and to support the decision making process. In particular, the Project Board has responsibility for:

- Ensuring the project remains on course to deliver the project scope
- Ensuring the project is delivered to budget
- Ensuring the project is delivered on time
- Oversight and control of communication strategy outputs
- Oversight and decisions on actions to mitigate high level risks throughout project life
- Oversight of project assurance
- Oversight of risk management, monitoring and evaluation

Project Board membership and structure for the Ysgol Gyfun Gwent Is Coed project is shown below:



## 6.5 YGGIC Project Delivery Team

This multi-disciplinary group includes the Headteacher of the school and takes forward all design & construction matters through to the completion of the project.

The main contractor, Bam Construction, have been appointed and will work in partnership with the School, Newport City Council and Newport Norse to deliver the facilities required by taking the initial client brief and qualifying the client design brief.

Following the contract being awarded to Bam Construction the group will monitor the project to ensure it remains within the allocated budget, programme timescales and the quality of build adheres to the agreed specification. The group will also drive forward benefits realisation and maintain the project level risk register while reporting to the Project Board as and when appropriate.

## 6.6 Phasing of Works

The project works will be phased to enable the continued use of the site by the school. Temporary facilities are in place following installation over the summer of 2020 to enable the complete vacation of the Block 1 building. These facilities include canteen dining, food technology, changing rooms and a sports hall.

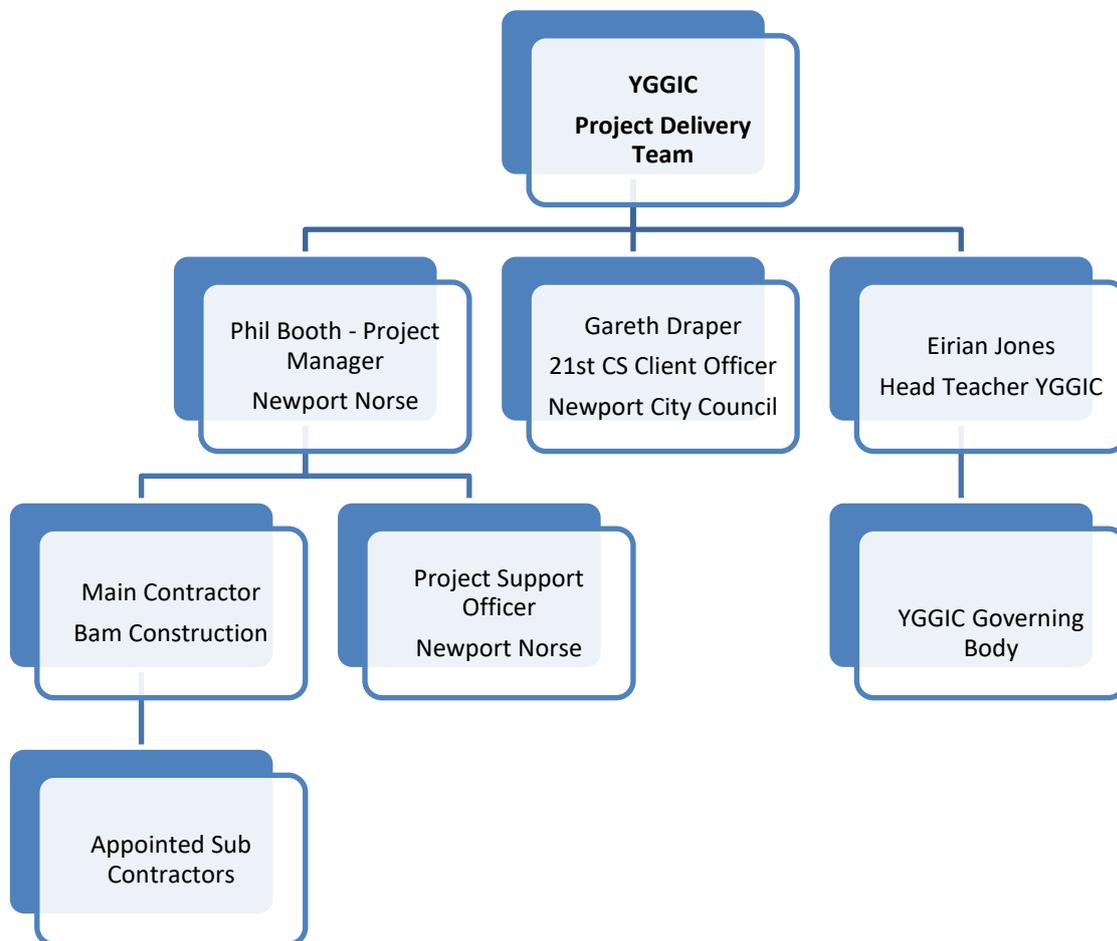
The early establishment of these facilities allows phase 1 works to commence during the winter of 2020-2021; entailing the isolation of the Block 1 building, asbestos strip and demolition.

Works to deliver the new 3G sports pitch will commence in spring of 2021 as phase 2, and aim to be complete ready for the new 2021 academic year

Following demolition of Block1 the new building will be constructed – phase 3 - on the site of the old Block 1 building, with a link to Block 5 delivered under Band A.

Following completion and occupation of the new building in February 2023, the temporary facilities will be removed as the final phase of the programme.

The project delivery team structure is below:



## 6.7 Benefits Realisation

A benefits register for the project is included at Appendix A. Delivery of the benefits of the project will be monitored by the project delivery team during the build programme, and by Newport City Council 21<sup>st</sup> Century Schools team together with the school leadership team of Ysgol Gyfun Gwent Is Coed thereafter.

Post completion project evaluation will be conducted by Newport City Council's 21<sup>st</sup> Century Schools team together with Newport Norse and the school leadership team. An initial post-completion evaluation will be submitted to Welsh Government within 18 months of project completion – anticipated submission August 2023.

## 6.8 Risk Management & Transfer

Identification and management of key risks to the project is reported to the project board by the project manager as a standing agenda item. Each risk is assigned an owner, avoidance and mitigation measures assigned and impact monitored.

Each identified risk is assigned to the party deemed most capable of dealing with that risk. Copies of both the project risk register and the contractor's hazard elimination and management list are attached as appendices to this business case.

## 6.9 Key Milestones

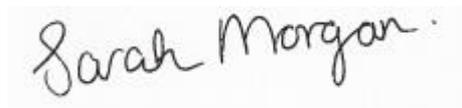
Due to circumstances relating to the current public health situation, delays in receiving tender returns and a greater quantity of hazardous material to be removed from the existing block 1 building, the project delivery programme has slipped by approximately 3 months.

The key milestones for the project are as follows:

Enabling Works Package Commenced	May 2020
Enabling Works Package Completed	Sept 2020
Asbestos removal	Nov 2020
Demolition & Refurbishment	Feb 2021
Main Construction Works Package Commenced	May 2021
Complete New Teaching Block	Feb 2023
Complete External works	Mar 2023

A full project programme plan is attached at Appendix C.

**Signed**

A handwritten signature in black ink that reads "Sarah Morgan." The signature is written in a cursive style and is enclosed within a light gray rectangular border.

**Printed**

**Sarah Morgan**

**Position in the organisation**

**Chief Education Officer**

**Date**

**6 November 2020**